ANNUAL REPORT

2019

LEADING THE WAY



CENTER FOR
CIVILIANS IN CONFLICT

RECOGNIZE. PREVENT. PROTECT. AMEND.

Our mission is to work with armed actors and civilians in conflict to develop and implement solutions to **prevent**, **mitigate**, and **respond** to civilian harm.

Our vision is a world where parties to armed conflicts **recognize** the dignity and rights of civilians, **prevent** civilian harm, **protect** civilians in conflict, and **amend** harm.



UNMISS Photo/ Nektarios Markogiannis

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Photo by Marco Fieber

LETTER FROM EXECUTIVE DIRECTOR

Dear Friends,

It is difficult to reflect on 2019 in the midst of the global COVID-19 pandemic, while we are all concerned about our health and that of our loved ones. If all armed actors were to respect the call for a global ceasefire by the UN Secretary-General, and if the virus could be convinced to spare conflict-affected communities, we at CIVIC might be persuaded to take a break too. Unfortunately, this is far from reality. Wars will continue to kill civilians and viruses know no borders.

We are currently living in what has been aptly described as "the age of impunity," where not only rogue armed groups, but also governments – sometimes backed by permanent members of the UN Security Council – deliberately target civilians with no repercussions. The 2020 Munich Security Conference, which I participated in, was focused on the theme of "Westlessness," meaning a world in which the role of the West, particularly on security issues, is diminishing. In my view, this means that we can no longer exclusively rely on long-standing international champions to ensure better protection for civilians in conflict.

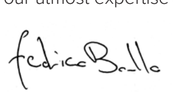
At CIVIC, we have been convinced for years that in order to protect civilians, we need to engage local communities, civil society, governments, and armed actors in conflict-affected countries. Increasingly, these actors are **"leading the way"** when it comes to Protection of Civilians (POC).

In 2019, CIVIC trained over 3,000 armed actors and members of the military on POC concepts in Afghanistan, Iraq, Nigeria, the Sahel, and Yemen, increasingly adopting a "Training of Trainers" approach to transfer ownership of our concepts to local institutions. In most of these countries, we have also facilitated the development and strengthening of Community Protection Groups (CPGs), providing a platform for conflict-affected communities to demand and obtain better protection from governments and armed actors.

In January 2019, CPG members in Afghanistan successfully negotiated with a local Taliban commander to halt the planting of improvised explosive devices along public roads, and this agreement remains in effect to this day. In Yemen, CPG members worked with the police to increase safety for civilians at checkpoints. Signs were placed before checkpoints to guide approaching civilians to slow down and follow instructions, preventing misunderstandings that could lead to the use of force by security officers.

Don't get me wrong. We still believe the United Nations plays a vital role in protection, particularly as a norm-setter and in contexts – such as the Democratic Republic of Congo or South Sudan – in which national governments often harm, rather than protect, their own civilians. We still work hard to ensure that the United States adopts the highest standards of protection in its own military operations and in its relationships with governments with whom they provide training, weapons, and logistical assistance. We are deepening similar work in the United Kingdom and France. These efforts will continue into 2020, and remain crucial to achieving the changes needed to ensure the protection of civilians on a global scale.

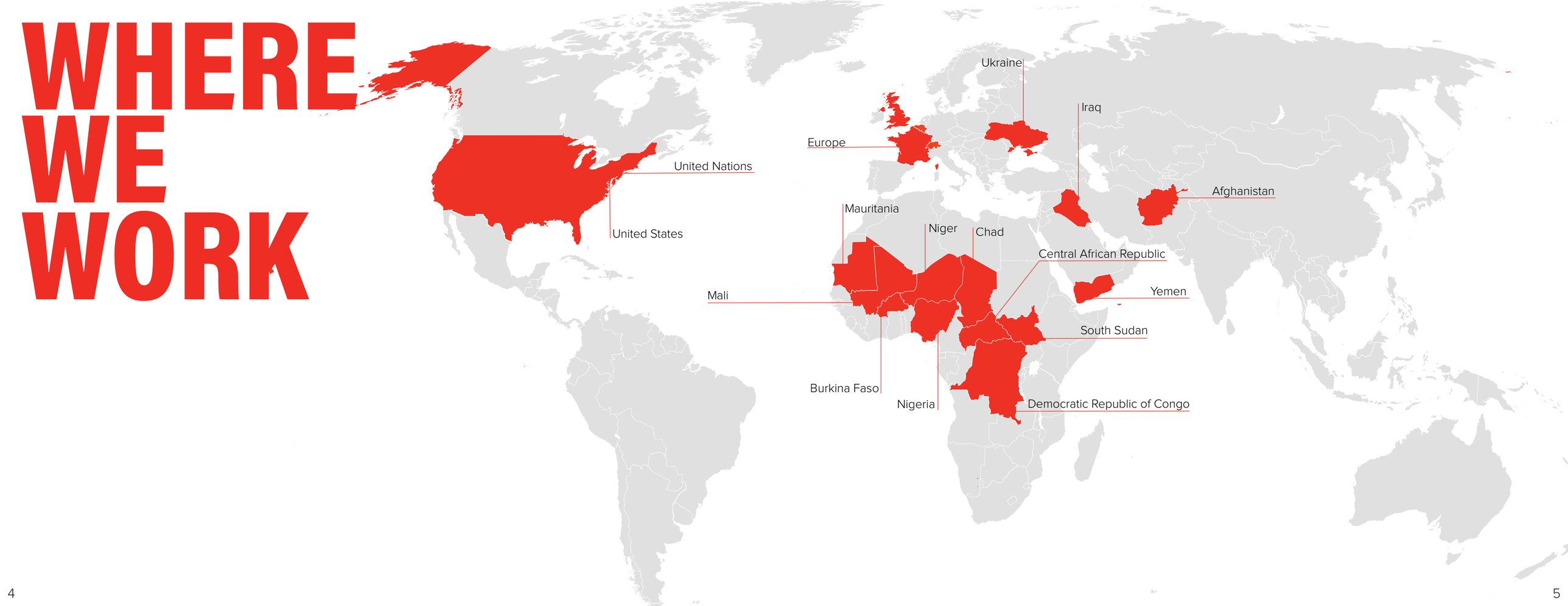
But through our work on the ground, we at CIVIC have increasingly realized that better protection will come first and foremost by engaging with local actors – communities, authorities, and armed actors. They are **leading the way**. And we, at CIVIC, with your partnership, will continue offering our utmost expertise and support.



Federico Borello
Executive Director
Center for Civilians in Conflict



WHERE WE WORK



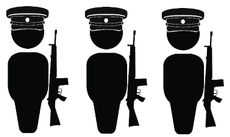
HOW WE WORK



Protection of Civilians (POC) is the overarching goal of Center for Civilians in Conflict (CIVIC), and includes all efforts to protect civilians from conflict-related harm. CIVIC currently has three main mechanisms for achieving POC: Civilian Harm Mitigation, Community Based Protection, and Protection of Civilians from Other Actors.

CIVILIAN HARM MITIGATION

Civilian Harm Mitigation (CHM) includes all measures taken by armed actors to prevent, minimize, and address civilian harm resulting from *their own* presence, activities, and operations.



Education and training are an important part of CIVIC's work to improve security forces' willingness and capacity to mitigate harm to civilians before, during, and after their operations. CIVIC leads CHM workshops at military institutions and on the frontlines to equip armed actors with the knowledge and skills to protect civilians.



How armed actors respond to cases of civilian harm is crucial. An appropriate response can include conducting investigations into reported cases of civilian harm, acknowledging harm, and making amends to those affected. CIVIC is advising governments on **Civilian Harm Tracking**, an internal process by which an armed actor gathers and analyzes data on civilian harm in its area of responsibility in order to reduce it.

COMMUNITY BASED PROTECTION

Community Based Protection (CBP) recognizes that civilians are agents of their own protection, and uses engagement with communities to strengthen their resilience against conflict-related harm.

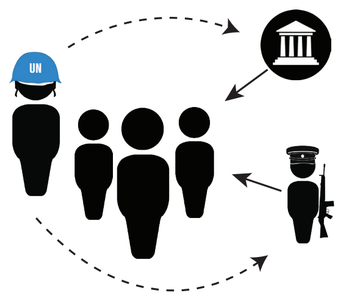


For example, CIVIC has facilitated the creation of **Community Protection Groups (CPGs)**, which are led by a diverse set of community representatives that work to identify and develop solutions to address civilians' urgent protection needs.

Channels of communication are then built between CPGs and government officials and armed actors so the CPGs can advocate for their identified protection concerns.

PROTECTION OF CIVILIANS FROM OTHER ACTORS

Protection of Civilians from Other Actors (POCFOA) are actions aimed at preventing or responding to threats of physical violence against civilians posed by other actors, including armed non-state actors or a government. For example, CIVIC undertakes research and advocacy to strengthen United Nations (UN) peacekeeping mandates, policies, and operations to better protect civilians at risk of violence perpetrated by others.



MIDDLE EAST & SOUTH ASIA



U.S. Army Photo/ Staff Sgt. Michael L. Casteel

Photo by Rod Waddington

YEMEN Since war broke out in 2014, civilians in Yemen have borne the brunt of the fighting, with over 12,000 killed, 45,000 wounded, half of the population displaced, and nearly 14 million pushed to the brink of starvation. CIVIC advocated to parties to the conflict to adhere to international humanitarian law and commit to ending the conflict. CIVIC also empowered communities in Aden, Al-Jawf, and Marib to advocate on their protection concerns with military and security officials, and trained security forces on **Civilian Harm Mitigation (CHM)**.

CIVILIAN HARM MITIGATION

19
TRAINERS TRAINED

780 OFFICERS TRAINED

In Yemen, CIVIC trained 19 Yemeni Ministry of Defence, Yemeni Ministry of Interior, and UAE-backed Security Belt trainers who proceeded to give **CHM** trainings to 780 military and security officers.

Civilians in Al-Jawf **raised concerns about their safety at checkpoints**, including the lack of information provided to approaching vehicles. As a result, the Head of Operations visited checkpoints to observe the conduct of personnel, and signs were placed so civilians were aware of the need to slow down as they approached the checkpoint, preventing misunderstandings that could lead to the use of force by security officers.

> *"I've served in the army for over 27 years. We've never been given instructions to protect civilians. This training made me feel guilty for all those operations I took part in where we didn't account for civilians. We will make sure to pass on this knowledge to our soldiers.*
>
> **- Director of Training at Brigade 107, Marib**

COMMUNITY BASED PROTECTION

61
COMMUNITY PROTECTION GROUP MEMBERS TRAINED

In Al-Jawf, members of the Community Protection Group (CPG) met with security force members and raised concerns about **civilian deaths and injuries resulting from military personnel speeding in the streets.** Upon hearing these concerns, the Director of Emergency Police ordered its drivers to be retested on traffic rules and driving skills.

In Marib, **civilians were trapped in clashes between security forces and local tribesmen**. A community leader reached out to CIVIC and explained that he was providing 200 displaced civilians with food and shelter, but after two days his family was running out of supplies. CIVIC was able to put the community leader in touch with the Marib Security Directorate, which provided passage for the 200 civilians to be evacuated to safety.

IRAQ

IRAQ

As Iraq entered a post-ISIS stabilization phase, CIVIC redoubled its efforts to improve the protection capacities of Iraqi military officials, Kirkuk police, and Peshmerga forces through scenario-based **Civilian Harm Mitigation (CHM)** trainings. CIVIC's engagement with security forces was complemented by our work with communities, through the creation of Community Protection Groups (CPGs) in Mosul and Kirkuk, who advocate on protection concerns with security forces and local authorities. CIVIC is continuing its advocacy on improving the 2009 Iraqi Compensation Law to ease the process for victims. In addition, CIVIC is urging the Iraqi central and provincial governments to improve their protection policies and practices. For instance, in 2019, the Nineveh provincial government adopted a policy committing to train security forces on **Protection of Civilians (POC)** and to improve implementation of the Iraqi Compensation Law.

COMMUNITY BASED PROTECTION

For more than two years following the liberation from ISIS control, civilians in Mosul city were **experiencing delays in getting security clearance due to suspected ISIS affiliation,** which prevented them from being able to renew their official documents and created significant barriers to daily life. CIVIC facilitated an open discussion between the affected communities and the National Security Service (NSS). As a result, the NSS adopted a new mechanism allowing civilians who face issues with security clearance to go before the court and request a verification document regarding her/his identity, which the NSS would recognize. Now that this has been officially implemented, delays have been resolved and civilians are closer to restoring normalcy to their lives.

CIVILIAN HARM MITIGATION



CIVIC trained 133 officers and 26 trainers in Iraq on **CHM**. Our Training of Trainers (TOT) with the Peshmerga inspired an officer to open up an organization to raise the Pershmerga's awareness of multiple issues, including the protection of civilians, patriotism, human rights, and promoting gender equality among the forces.

> *"CIVIC has been the only organization that has offered very practical and effective trainings to the Peshmerga...This is why, in terms of advocacy for CHM, CIVIC has been very effective.*
>
> **- Lt. Col Sami Aziz**

PROTECTION OF CIVILIANS FROM OTHER ACTORS

CIVIC documented how civilians who returned to their homes in Kirkuk governorate after combat operations ended still face threats and attacks by ISIS, yet the government and security forces are not adequately deterring these threats and protecting civilians. We have used this information to prepare concrete recommendations and urge the Iraqi government and security forces to engage with communities, create early warning systems to deter and respond to threats from ISIS, and train local forces on how to protect civilians and mitigate civilian harm.

CIVIC Photo / Paula Garcia

Joint Combat Camera Afghanistan Photo by Spc. Deyonte Mosley

AFGHANISTAN

AFGHANISTAN

2019 marked a grim milestone of over 100,000 civilian casualties in Afghanistan since the UN started recording casualties in 2009. CIVIC continued to advocate to the Afghan government on both the implementation of its 2017 Civilian Casualty Mitigation policy and the reduction of civilian harm from air strikes and search operations. We also undertook **Civilian Harm Mitigation (CHM)** trainings for Afghan National Army (ANA) officers, mentored the Community Protection Groups (CPGs) to advocate on their protection concerns with the Taliban and Afghan forces, and facilitated Civilian-Military (CIVMIL) dialogues. We also advocated for improvement of targeting and reduction of civilian harm attributed to US forces.

CIVILIAN HARM MITIGATION



CIVIC held **CHM** workshops with 116 officers of the ANA.



As a result of the positive feedback from the workshops, the Afghan Ministry of Defense approved CIVIC to conduct seven-day **Training of Trainer (TOT)** courses on **CHM** with the ANA in six provinces.

COMMUNITY BASED PROTECTION

CPG members in Nangarhar Province successfully negotiated with a local Taliban commander to **halt the planting of improvised explosive devices along public roads**; a year later, this order remains in effect.

CPG members in Balkh district asked the provincial governor and military officials to **issue pre-operation warnings to civilians** to allow communities time to protect themselves. Consequently, the ANA air-dropped warning notifications asking civilians to stay away from specific areas before they conducted airstrikes on September 18, 2019.

> *"The facilitation and continuation of such workshops will enhance our skills and will further enable us to better engage and advocate for Protection of Civilian (POC) concerns at the grassroots level.*
>
> **- CPG member from Miwand district following a CIVIC workshop**

URBAN WAR

When war takes place in urban areas, civilians make up an estimated 90 percent of casualties. The fight in population centers often involves the use of aerial bombs, artillery shelling, and improvised explosive devices. These explosive weapons have a large destructive range, impacting civilians and critical infrastructure (such as water, electricity, sanitation, and hospitals) within the blast radius, even when armed actors are seeking to only hit military targets.



CIVIC's dialogue and training with armed actors continued to raise awareness about urban war challenges and to encourage the adoption of good practices, policies, and procedures to mitigate harm to civilians and civilian infrastructure. We held an urban war workshop with Afghan and Iraqi officers, where we ran complex tactical decisions games in urban war and approaches to mitigation. We participated in the Austria-hosted Protection of Civilians in Urban Warfare conference, attended by over 135 states, and presented on good practices and challenges in urban war, drawing from Iraqi Security Forces' experiences during the anti-ISIS campaign. CIVIC also participated in NATO's expert meeting on Civil-Military Coordination in Urban Warfighting. Additionally, CIVIC contributed to Ireland-led consultations with states, the International Committee of the Red Cross, and civil society on a political declaration to strengthen protection of civilians arising from the use of explosive weapons with wide area effect in populated areas.

Photo by Felton Davis

AFRICA

CIVIC Photo / Christopher Allbritton

Photo by Cordelia Persen

SAHEL

SAHEL Civilians in the Sahel countries (Burkina Faso, Chad, Mali, Mauritania, and Niger) face threats from armed non-state actors and rising organized crime, as well as an increasingly militarized response to these threats. The G5 Sahel, a regional partnership, was created in 2014 to develop approaches to tackling shared security challenges. In 2017, they officially launched the G5 Sahel Joint Force, pooling their resources to fight security threats in the Sahel region. CIVIC, in partnership with the Office of the United Nations High Commissioner for Human Rights (OHCHR), is working with the Joint Force to improve its mechanisms to track and minimize civilian harm while ensuring that Joint Force personnel have a strong understanding of how to advance **Civilian Harm Mitigation (CHM).**

CIVILIAN HARM MITIGATION

218
TRAINED

CIVIC trained 218 officers on **CHM** in Mali, Chad, and Mauritania.

The Joint Force's communique concerning its November 2019 operations underscored its growing recognition of the value of civilian harm mitigation and the imperative to protect civilians from attacks by other actors.



> *"The strategic benefit of such a [civilian harm tracking] mechanism, and the fact that it is a tool to reinforce communication with communities, is the key reason of my [and my officers'] enthusiasm and interest.*
>
> **- Joint Force's Chief of Staff**

NIGERIA

NIGERIA The conflict in northeast Nigeria has lasted for more than a decade and remains one of the world's deadliest. To date, more than 27,000 people have been killed as civilians suffer violence from all parties to the conflict. In the northeast, CIVIC works in 31 communities on **Community Based Protection (CBP)** projects aimed at supporting efforts to advocate for their own protection from violence, including creating or strengthening linkages with security actors to secure improved protection from attacks or abuses. CIVIC is working to change the knowledge and attitudes of security forces, and contributing to norm setting, through capacity building on **Civilian Harm Mitigation (CHM)** and **Protection of Civilians from Other Actors (POCFOA)** with military educational schools, troops in the northeast, and community militia groups. Additionally, CIVIC is engaging decision-makers and a coalition of civil society organizations to promote and advocate for the Government of Nigeria to approve its draft **Protection of Civilians (POC)** policy, which if adopted, will be the first in Africa. All of our work is directly informed by field research on important topics such as protection risks and opportunities associated with community militias.

> *Protecting civilians is important if the Nigerian Armed Forces want to make headway in this conflict. With the new tactics of the Islamic State in West Africa, the Armed Forces must be more interested in protecting civilians.*
>
> **- Army War College Directing Staff**

CIVILIAN HARM MITIGATION



CIVIC trained 2,487 armed actors, members of the military, and other security force members on **POC**, including **CHM**.

CIVIC succeeded in institutionalizing **CHM** into the curricula of three military educational institutions. **84%** of participants who completed the survey reported an improved understanding of **POC** as a result of CIVIC trainings.

COMMUNITY BASED PROTECTION

In Bama, Community Protection Group (CPG) members engaged with the military over concerns that **the government was not coordinating with communities before attempting to reintegrate former Boko Haram fighters**, which was leading to the community rejecting returnees and risked having a chilling effect on those considering to return in the future. As a result, the military now includes CPG members in the reintegration process to help improve community buy-in for returnees.

PROTECTION OF CIVILIANS FROM OTHER ACTORS

As a result of community advocacy and CIVIC's training, **Civilian Joint Task Force "community militia" members now provide security to communities** during weddings, funerals, and church services – areas that are targeted by armed opposition groups for attacks – in Bama, Dikwa, Monguno, and Banki.

CIVIC Photo

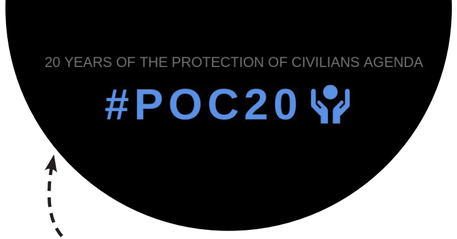
> *We are so happy and never imagined that we could sit side-by-side with the army to deliberate on security issues bothering us.*
>
> **- CPG member during Civilian-Military dialogue in Monguno, Nigeria**

UNITED NATIONS

CIVIC brings the voices of civilians caught in conflict to the halls of power at the United Nations. Our advocacy to strengthen civilian protection is informed by in-depth research and programming in some of the most complex conflict situations in the world. We bring clear analysis and practical recommendations to the main decision-making tables of the UN, and press countries to use their voice and vote to prioritize the protection of civilians when responding to conflicts like the Central African Republic, South Sudan, and Yemen. At a time when multilateralism is in retreat, and the laws and norms that safeguard humanity are under threat, we are fighting back to make sure the UN and its Member States embrace a higher standard of civilian protection.



Photo MONUSCO / Anne Herrmann



2019 marked **twenty years** since the United Nations Security Council explicitly added the Protection of Civilians (POC) in armed conflict to its agenda.

To mark the anniversary year, CIVIC - along with the Permanent Missions to the UN of Belgium, Indonesia, and Switzerland - convened the **POC20 Policy Dialogue** in July in New York. The event brought together experts from Member States, the UN, NGOs, and think tanks for a focused discussion on contemporary and recurring issues related to the protection of civilians in armed conflict.



On May 23, 2019, CIVIC's Executive Director Federico Borello **briefed the United Nations Security Council** at an Open Debate on the Protection of Civilians in Armed Conflict, which was held during the Council Presidency of the Republic of Indonesia.

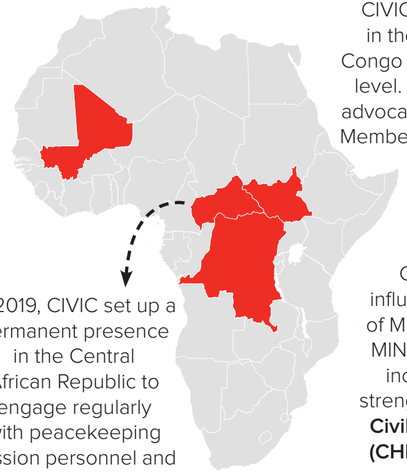


> The days of accepting civilian casualties as an unwelcome but unavoidable consequence of conflict must end. Parties to conflict can minimize harm and governments can prioritize the protection of civilians. With the right support, peacekeeping operations can protect civilians. Safe, meaningful and effective community engagement can lead to better protection on the ground. With committed leadership at the global level by the United Nations, political will by all governments, and engagement of affected communities, a higher standard of protection can be achieved.
>
> **We all can do more to protect civilians in armed conflict, and because we can, we must.**
>
> *- CIVIC Executive Director, Federico Borello*

PEACEKEEPING

Gender & Peacekeeping

For several years, CIVIC has carried out research to understand how peacekeeping missions mainstream gender into their work and how their analysis and operations respond to sexual violence. Based on our research, we have advocated for mandate language that supports the work of gender experts in missions and explicitly references the need for missions to analyze and respond to sexual violence. Peacekeepers in several countries have told CIVIC that increased attention to gender in mandates has had an impact on how highly mission leaders prioritize gender and how strongly it is included in Mission planning.



In 2019, CIVIC set up a permanent presence in the Central African Republic to engage regularly with peacekeeping mission personnel and other stakeholders.

CIVIC links comprehensive field research from the very local-level in the Central African Republic (CAR), the Democratic Republic of Congo (DRC), Mali, and South Sudan to the national- and international-level. We capture good practices and lessons learned to inform our advocacy strategy, which influences policy and decision-makers in UN Member States, the UN Secretariat, and UN peacekeeping operations.

CIVIC successfully influenced the mandates of MINUSCA, MONUSCO, MINUSMA, and UNMISS, including significantly strengthening language on **Civilian Harm Mitigation (CHM)** in three out of the four mandates.





Ministry of Defense of Ukraine Photo

CIVIC published a report, *"Moving Toward Mobility: Providing Protection to Civilians through Static Presence and Mobile Peacekeeping in South Sudan,"* which included important recommendations given that peacekeeping operations in all four focus countries are trying to become more mobile with fewer resources.

CIVIC successfully advocated for significant changes to the **Protection of Civilians (POC)** language in MINUSMA's mandate, which was renewed by the UN Security Council in June 2019. In line with CIVIC's advocacy, POC is a higher priority task in the mandate and the language is clearer and more comprehensive.

EUROPE

Following its creation in 2018, CIVIC's Europe Program has been engaging and advising European governments and multi-national organizations on best practices and policies on **Protection of Civilians (POC)**. In 2019, CIVIC offered its expertise on POC and civilian harm tracking to the United Kingdom (UK) and NATO. CIVIC has also worked with the UK, European Union (EU), France, and other EU governments to encourage the prioritization of the protection of civilians in their security force assistance activities.

CIVIC participated in working sessions with NATO on the development of internal guidance and tools, focusing on the need for better **civilian harm tracking**, training, guidance for urban warfare, and engagement with civilians and civil society before, during, and after operations.

CIVIC also participated in a series of consultations on "Human Security," an umbrella concept adopted by NATO, encouraging NATO to better articulate **Protection of Civilians (POC)** in this new approach.

In November, CIVIC co-hosted a roundtable panel discussion, which explored how private security companies operating in complex environments bring risks and opportunities for advancing peace and security, with a particular focus on innovative models for the provision of responsible private security.





The Institut de Recherche Stratégique de l'Ecole Militaire and CIVIC convened an event on December 17, 2019 at the Military School in Paris. The event explored what improving the **protection of civilians** in military operations means in practice, and what concrete approaches, policies, and tools the French military should consider to better protect civilians caught in the midst of conflict.

CIVIC was invited to speak at the Human Security Advisors course of the 77th Brigade, a unit within the British Army in charge of providing training and policy inputs on human security and **POC**. This was the first time that CIVIC delivered training to the UK military.



NATO Photo

UKRAINE

UKRAINE Despite its disappearance from the media spotlight, the conflict in Ukraine has entered its sixth year, and there are no signs that it will end any time soon. As intensive shelling, small arms fire, and incidents related to explosive remnants of war happen on a daily basis, civilians continue to suffer from the consequences of warfare. The total civilian death toll of the conflict reached at least 3,350 civilians and the number of injured civilians is estimated to exceed 7,000. Based on our research and on-the-ground presence, CIVIC is assisting the Ukrainian government in the development and implementation of policies, tools, and training on **Protection of Civilians (POC)**, including formulating a national policy on POC and **Civilian Harm Mitigation (CHM).** In addition, CIVIC has made significant progress in standing up a civilian casualty mitigation team (CCMT) within the Ukrainian Armed Forces, designed to track and analyze patterns of civilian harm.

CIVIC is supporting the adoption and implementation of Ukraine's national strategy on **Protection of Civilians.**

CIVILIAN HARM MITIGATION



CIVIC contributed to strengthening the capacity of the Armed Forces of Ukraine (AFU), including through incorporating **Protection of Civilians** and **Civilian Harm Mitigation** into trainings and workshops.

CIVIC's training on **POC** and **CHM** was integrated in the three-day course for Ukrainian civil-military officers delivered by instructors from Allied Land Command, NATO's standing headquarters for land forces.

CIVIC also worked closely with the AFU to establish the **Civilian Casualty Tracking Provisional Group (CCTPG)**, which provides analysis on each incident in which civilians are killed or harmed to the operational commander. These products are discussed at internal weekly meetings of the AFU General Staff.

COMMUNITY BASED PROTECTION



CIVIC is working to strengthen dialogue between the Ukrainian military and civilians in the conflict zone to support joint development of practical solutions to address civilians' protection needs.

Photo by Stanislav Nepochatov, Ministry of Defense of Ukraine Photo

> *Such organizations as CIVIC bring in their expertise to training for the military so that **protection of civilians** will become an inalienable part of their operations.*
>
> **- Mehmet Aykut, NATO CIMIC Mobile Training Team Lead**

UNITED STATES

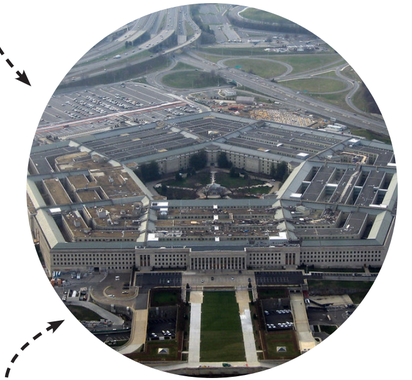
US government forces continue to conduct lethal operations, including drone strikes and raids, in at least five countries. In many more countries, the US conducts partnered operations and provides security assistance, including training and arms sales. The breadth of American involvement in conflict, combined with an interpretation of international law that allows for the use of targeted killing away from conflict areas, makes CIVIC's efforts to promote the prevention, mitigation, and response to civilian harm with the US government an enduring priority.

US Marine Corps Photo by Sgt. Frances Johnson



In January 2019, CIVIC released its report "*The Sum of All Parts: Reducing Civilian Harm in Multinational Coalition Operations*," based on in-depth research into existing and past US-led military coalition practices and challenges regarding civilian harm. The report's findings and recommendations were presented to senior DoD officials and civil society at a roundtable at the Embassy of the Netherlands.

Throughout the year, CIVIC co-led a series of technical consultations between NGOs and the Office of the Secretary of Defense for Policy and the Joint Staff, designed to provide civil society input to the draft of a new Department of Defense (DoD) Instruction on Civilian Casualties.



In May 2019, the Department of Defense released its second annual report on civilian casualties to Congress. Thanks to the advocacy efforts of CIVIC and our coalition partners, the report reflected a number of improvements to detail and specificity regarding DoD practices around civilian harm.



In response to a call for public inputs, CIVIC provided a number of technical recommendations to the Defense Security Cooperation Agency for integrating **Civilian Harm Mitigation** practices into US security cooperation and assistance programs. As a part of this effort, CIVIC produced the *"Civilian Harm Mitigation Playbook for Lesson Planners,"* a comprehensive resource containing several modules, concepts, and scenario-based vignettes for use in security force training and education.

PUBLICATIONS

"Nigerian Community Militias: Toward a Solution" outlines actions civil society, as well as federal, state, and local governments can take to ensure that the groups improve their engagement to protect civilians and minimize harm to civilians during their operations.

"Strengthened Planning in UN Peacekeeping Operations: How MINUSMA is Reinforcing its Strategic Planning Unit" highlights the challenge of coordination and strategic planning in modern peacekeeping and identifies innovative approaches that could strengthen MINUSMA.

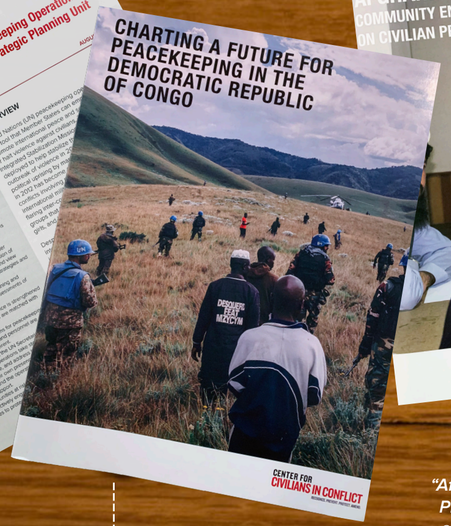
"Policies and Practices to Protect Civilians: Lessons from ISF Operations Against ISIS in Urban Areas" is intended to inform the institutional learning of the Iraqi Security Forces (ISF) and suggest improvements in policies, procedures, and trainings on civilian protection.

"POC20: Twenty Years of the Protection of Civilians – Challenges, Progress, and Priorities for the Future" provides an overview of the discussions that occurred during the POC20 Policy Dialogue in New York, highlights cross-cutting concerns and issues that emerged during the event, and offers priority recommendations and questions for policymakers to advance the POC agenda on the occasion of the twentieth anniversary.



"The Sum of All Parts: Reducing Civilian Harm in Multinational Coalition Operations" explores the characteristics and challenges of coalition warfare and identifies meaningful recommendations for civilian and military leaders to mitigate challenges and seize opportunities to prevent and address civilian harm in future coalition operations.





"Charting a Future for Peacekeeping in the Democratic Republic of Congo" provides analysis that can contribute to a discussion on the future of MONUSCO, including reviewing recent conflict developments and shifts in MONUSCO's budget, presence, and mobility over the last few years.



"Afghanistan: Community Engagement on Civilian Protection" discusses localized protection results attained by the creation of Community Protection Groups who advocate with both government forces and armed opposition groups on their protection concerns. It also identifies the challenges of community-based protection efforts with armed actors.



"Moving Toward Mobility: Providing Protection to Civilians through Static Presence and Mobile Peacekeeping in South Sudan" advocates for adopting a more mobile and responsive approach to peacekeeping which could enhance UNMISS's ability to achieve its mandated tasks. The report also notes there are many obstacles to mobility in South Sudan, and UNMISS will need the support of the UN Secretariat and Member States to succeed.







"Falling Through the Cracks: Improving Ukraine's Assistance to Conflict-Affected Civilians" identifies protection needs expressed by civilians, maps key assistance mechanisms, and pinpoints gaps that impede the effective delivery of assistance to conflict-affected populations.



"Niger: A Bulwark Against Further Instability in West Africa" was written in collaboration with the Center for Strategic and International Studies and outlines violence in Niger and provides recommendations for strategies to contend with the violence.



Photo by Rod Waddington

LETTER FROM BOARD CHAIR

Dear Friends,

As I sit down to write this annual letter, the world is convulsed by the effort to understand and combat the rapid spread of the coronavirus. But even as this pandemic occupies global attention, we must not forget 2019 was a year of ongoing struggle for the roughly 50 million civilians living in conflict zones around the world, and CIVIC's commitment to their protection has never wavered.

With your invaluable support, CIVIC has **led the way**, developing unique approaches to civilian protection. Our engagement in some of the world's most challenging conflicts in Afghanistan, Iraq, Mali, Nigeria, Ukraine, and Yemen, among others, has expanded and shown promising results. Local staff bring their expertise to the effort to create national policies for civilian protection; to work with the military to "train the trainers," teaching troops how to avoid civilian harm; and finally, to bring the community together with local military leaders so that they can work together to come up with and implement protection solutions.

CIVIC's program in Nigeria illustrates these three fundamental tenets of our distinctive approach to the protection of civilians. Our staff there has done the research and the advocacy to create a National Protection of Civilians policy that has been delivered to the Federal Executive Council for review. We have introduced civilian harm mitigation into the curricula of three military educational institutions, ensuring the necessary training of troops destined for conflict.

And finally, Nigeria has been at the center of work with Community Protection Groups, where citizens engage with local military to explain their challenges and how protection could transform civilian lives. In Monguno, the Community Protection Group successfully advocated with the military to address sexual exploitation and abuse by soldiers in the town at night, and as a result, a curfew was imposed and the number of incidents has since dropped considerably.

While CIVIC works closely with partners and international institutions around the globe, these techniques, developed over many years, are unique to our work, and none of this would be possible without the generosity of our many supporters. We know that the challenges of the coronavirus will eventually subside. We also know that civilians in conflict zones will always need protection, and we are grateful to all of you for helping them **lead the way**.

With much gratitude,



Susan Sherer Osnos
Board Chair
Center for Civilians in Conflict



STATEMENT OF FINANCIAL POSITION

	Dec 31, 2019	Dec 31, 2018
ASSETS		
Cash	2,013,755	3,108,168
Accounts receivable	128	26,192
Contributions receivable	8,396,091	5,088,635
Prepaid expenses and other assets	187,370	182,755
Property and equipment, net	119,642	153,798
Total Assets	**10,716,986**	**8,559,548**
LIABILITIES		
Accounts payable	222,684	166,731
Deferred rent	117,948	136,147
Total Liabilities	**340,632**	**302,878**
NET ASSETS		
Without donor restrictions	1,324,183	1,519,899
With donor restrictions	9,052,171	6,736,771
Total Net Assets	**10,376,354**	**8,256,670**
Total Liabilities and Net Assets	**10,716,986**	**8,559,548**

STATEMENT OF ACTIVITIES

	Dec 31, 2019	Dec 31, 2018
REVENUE		
Contributions	11,260,882	6,526,772
In-kind revenue	72,137	165,826
Contract income	-	-
Other income	(131,083)	(69,244)
Total Revenue	**11,201,936**	**6,623,354**
EXPENSES		
Programs	8,257,518	5,835,206
Supporting services	824,733	1,174,891
Total Expenses	**9,082,251**	**7,010,097**
Change in Net Assets	**2,119,685**	**(386,743)**

STATEMENT OF FUNCTIONAL EXPENSES: JANUARY-DECEMBER 2019

	Management Services	Development	Total Supporting Expenses	Programs	Total
EXPENSES					
Salaries and related costs	207,093	316,847	523,940	5,152,526	**5,676,466**
Occupancy	24,460	39,061	63,521	748,914	**812,435**
Travel and related costs	32,484	9,240	41,724	922,595	**964,319**
Technology and supplies	38,765	9,091	47,856	241,967	**289,823**
Special events	2,371	544	2,915	271,956	**274,871**
Professional fees	75,447	33,958	109,405	773,173	**882,578**
Other costs	30,654	4,717	35,371	146,388	**181,759**
Total Expenses	**411,274**	**413,459**	**824,733**	**8,257,518**	**9,082,251**

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RECOGNIZE. PREVENT. PROTECT. AMEND.
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